

**T.C  
ISTANBUL KULTUR UNIVERSITY**

**INSTITUTE OF SCIENCES AND ENGINEERING**

**PROJECT MANAGEMENET MASTER PROGRAM**

**M.S.Thesis**

**The Management By Objectives And Results**

**By**

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**SUPERVISOR**

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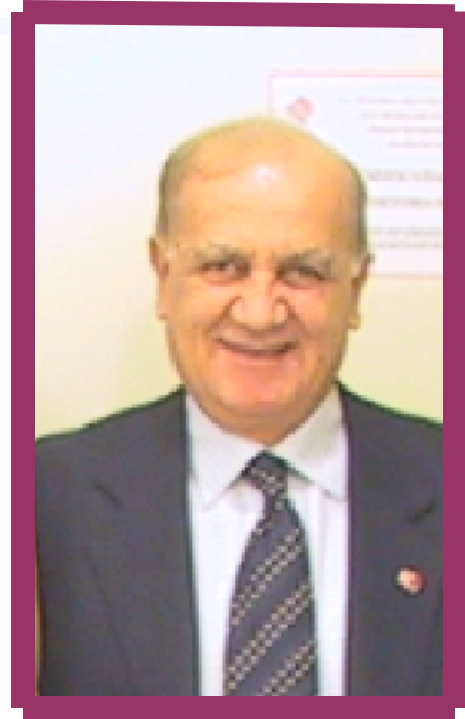
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## ACKNOWLEDGMENT

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\* To Excellent Father Soul

Prof.Dr.Hasan KARATAŞ



\* To Our Teachers , Past and Present

Abdarrazag ZARROG

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## INTRODUCTION

The age that the organization were managed by using the Action and Re – Action is finished because the problems which have higher voice occupy great importance that the world is politically, technologically, socially and economically changed and the competition is increased that the achieving of the execution importantly needs a new type of management. The age that the organizations objectives were put (companies, banks ...) on popularity that the job owner doesn't know his role in achieving the general objectives. Although the aims are good and every person try to participate in achieving the general objectives but the results are often disappointed.

The age that the objectives were decided on a high level then go down to be achieved without taking the ideas of the employees about the execution of these objectives or in its achieving requirements and if there is an opinion and participation. It is an participation and the dominating type of management for a long time was the military management the orders have a great role or the mercury which the participation is not real.

It is so important now at the time of the national contemporary challenges and the national rough competition to manage the organization in a democratic way that there will be an objective conversation between the employers and the employees, between the owners of all the basic jobs and levels.

A conversation about the vision and mission\_because they are considered as a filing point to limit the general direction of the organization, in analyzing a strategic opportunities and threats that control the market also in analyzing the strong point and the weak personality.

It is important now to make an objective conversation about the expected results areas in every job that they both linked together horizontally and vertically in order to achieve the aimed results of all the organization. Also it became very important to put a supported systems and a plan of work that are derived from the aimed levels on the level of managerial jobs and guarantee achieving it. Also it is very important to control the execution and strengthen.

It became very important to put a supported systems and a plan of work that are derived from the aimed levels on the level of managerial jobs and guarantee

achieving it. Also it is very important to control the execution and strengthen the cause of managers that the execution be high and continuous.

It is clear to those who wanted to adopt the democratic management by objectives and results in a military leading way dictator is not suitable to apply the management by objectives , moreover the bureaucratic method is not active .

The success of the management by objectives and results is connected with the leading method which must be characterized by the spirit of the leading team.

The experiments show that the management by objectives and results will not be achieved by the good aims but a studied method must be chosen to use this system.

## **Chapter No1:**

### **The Management Philosophy By Objectives And Results):**

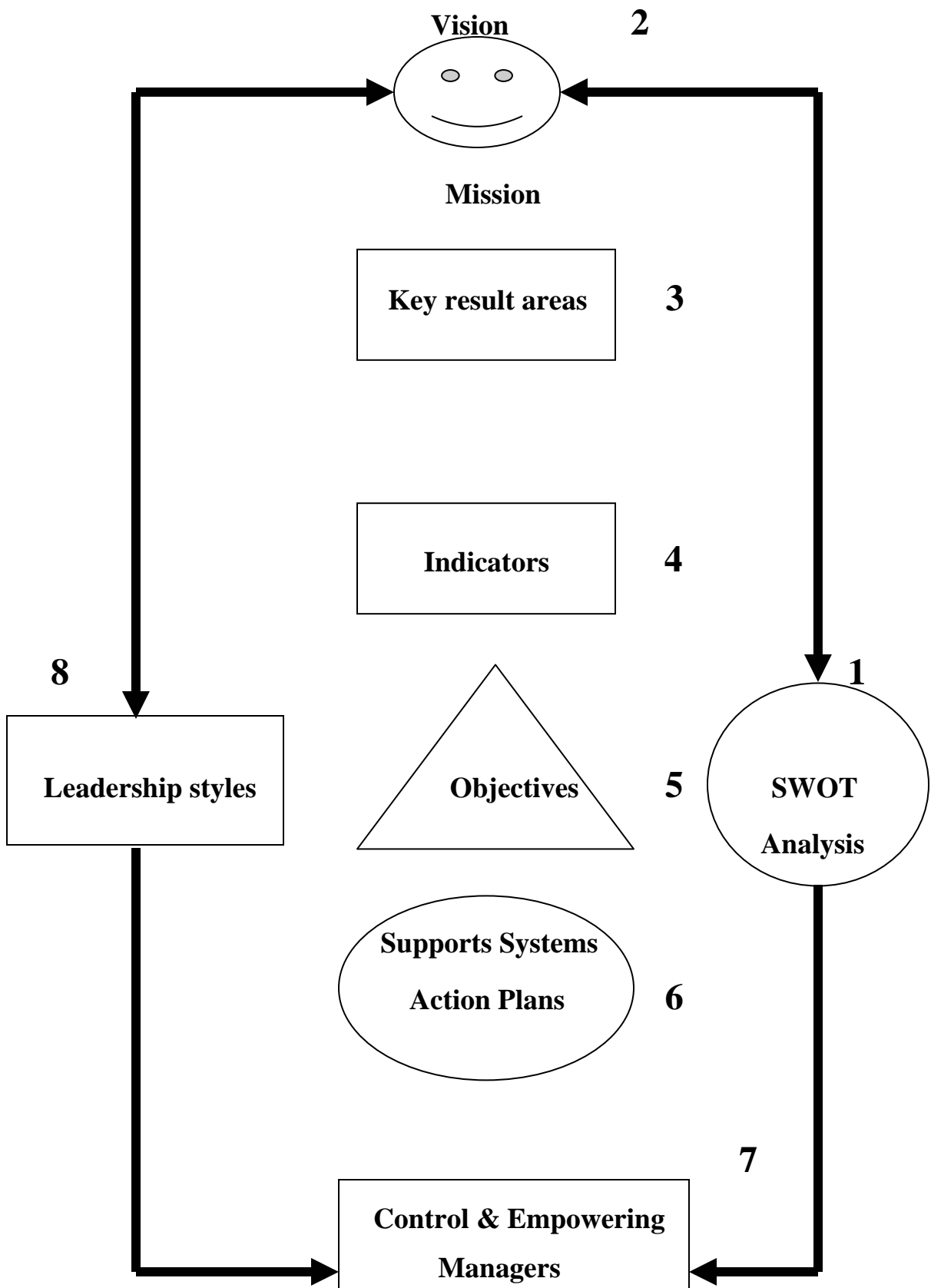


FIGURE 1.1 .A sample of temporal democratic management by objectives and results

**\*The main characteristics of the management by objectives and results:**

We can make an idea about the main characteristics of the contemporary management by objectives and results:

1. The management by objectives and results is the management of starting and ending.
2. The management by objectives and results is the management that the objectives and results are on the level of the regulation units and the managerial jobs in addition that it is on the level of the whole organization.
3. Putting the aims of the managerial jobs by the participating between the employers and the employees.
4. The engagement of the employees is the engagement by achieving the results and not the engagement by the lists, activities and the fulfillments of forms.
5. The results of the managerial jobs is the basis of self control and evaluating of performance.

**1. The management by objectives and results is the management of starting and ending:-**

The management by objectives and results is the managements of starting and ending and it is not an additional programmer and it is governed to all the managerial process and its basis , stages and progressing.

we must know the classical and new elements which are:

**a. Planning that includes :**

- Putting the objectives and the criteria.
- Drawing the policies and the performance.
- Preparation of balancing
- Putting programmers of work and time tables.

**b. Organization that includes:**

- Organization chart
- Limitation of responsibilities.
- Limitation of relationships.
- Choosing of managers and improving them.

**c. Direction which includes**

- Motivation.
- Leadership.
- Communication.

**d. Controlling that includes:**

- Limitation of controlling criteria.
- Following up(measuring the performance).
- Pointing the problems and solving them.

**2. Management by objectives and results is management that the objectives and results are on the level of organization and the managerial jobs in addition that it is on the whole organization:**

In the management as we used, the objective are on the level of the objectives are on the level of organization too but in the management, the objectives and the results are on the level of the organization units or even the management jobs are related to the objective of the organization units with the objectives of jobs each other vertically as in the following figure:

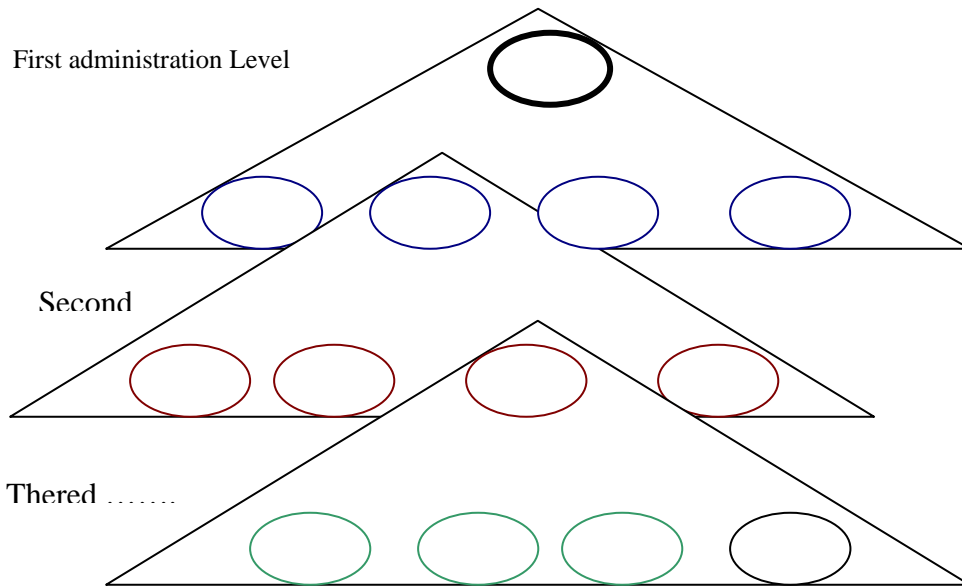


FIGURE 1.2- the management jobs are related to the objective of the organization

Practically this means that the objectives of the organization are related vertically and horizontally and although there is a continual open dialogue about this but we believe that it is a continual process begins with visions of tops and returns to be depended from the top in the light of analysis, circumstances and self abilities.

In the management by objectives and results, the objectives are never well-known and that there is a meeting between the objectives in the level of management and jobs and between the forms of organization as in the following figure:

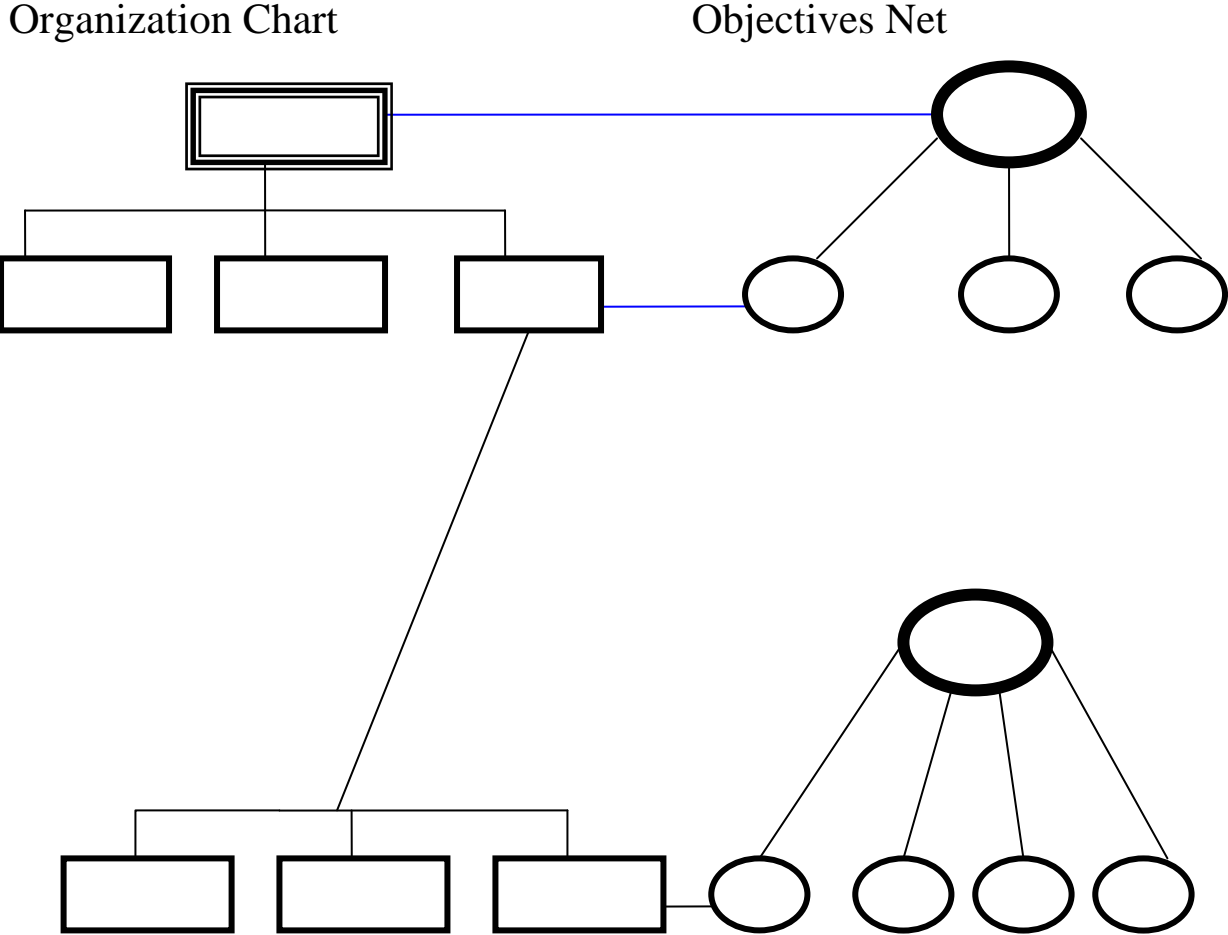


FIGURE 1.3 forms OF Organization Chart and Objectives Net

For this reason the most important characteristics of the participation management by objectives and results that when the objectives are not put only on popularity but also on the level each management unit and management job.



To make a vertical and horizontal strong relationship, it is important to form objectives matrix that every owner of a job in the different jobs knows his role in every objective.

### OBJECTIVES MATRIX

Objectives of the jobs owners	profitability	Productivity	efficiency	Reputation(the mental image)	The coast	The workers acceptance
The general manager						
The manager						
The manager						
The manager						
The manager						

Table 1.1 Objectives Matrix

### **3- The objectives of management jobs are put by participation between the employers and the employee :-**

The employers can't be obliged by objectives imposed on them from up that they know the objective circumstances related to what they can achieve and they can't achieve and consequently we believe in a democratic participation of the objectives that is not imaginary, so it will not have any value because it doesn't achieve any obligation.

The obligation in management by the objectives and results is through achieving the objectives in which the employer participates with his free ideas and consequently he will try to achieve it then overcome all the problems. Here we must foresee that the employers themselves have personal objectives that they want to achieve, so it is important to knit the personal objectives with organization objectives so that the obligation may be very strong.

## The real participation = Obligation

The participation of the employers and the employees together in making the objectives is one of the conditions of the management conditions by objectives and results.

The participation of the employers in making the objectives is built by a method that take if the individual really participate in making an objective (the strength of the inner nerve)) he will have a motivation to a achieve it, so if he encounters any problem meets him, he will have the ability to overcome it.

This method is known by the modern psychology as (Zeigarnick Effect). As a result the real participation of the employers can't be achieved only if the chief believes that his job not only being a chief who owns the authority that he order and the people must obey but he must be as a counselor who teaches his employers.

The following are some of human characteristics that provide the real participation:

- **Trueness, faithfulness and credibility.**
- **Consultation, respect and frankness.**
- **Good model and obligation**
- **Kindness and friendly relationships.**

The absence of these characteristics makes it difficult to say that there is a real participation or a real democracy (The management by objectives and results is management opposed to the democratic direction in the management.

**4. The engagement of the employees is the engagement by achieving the results and not the engagement by the lists, activities and the fulfillments of forms.**

The obligation of employers and employees is obligation by the achieving of results and not by the achieving of regulations, activities and the fulfillment of form.

here it is important to make improving in styles and regulations to help the owners of jobs to fulfill their obligations:-

- Obligation to fulfill the results is not an obligation to dissent the regulations.
- It is important to revise the regulations that break down the achieving of the results.
- It is important to revise the given authorities that the obligor can achieve the results.
- It is important to revise the systems of information that the one who makes the decision can get it and this means that information must be available to those who want to achieve their objectives not like swords upon them.

From this it is clear to us that the obligation of results is the base and it is important to revise the systems and the regulations in order not to break the regulations, the management by objectives will lose the most important characteristics and it will be management by regulations more over if the focus is on the activities and efforts the management will be by Action and Reaction

##### **5. The results of the managerial jobs is the basis of self control and the evaluations of performance:**

###### **Promotions and rewards have great and strong motivation:**

It is clear that gathering the promotion and rewards with the achieving of results on the level of every job have a great and strong motivation.

If the managers discover that the management by objectives and result is a device to increase only the capacity without taking care to their personal aims (promotions and rewards ....)So they will play the game in a new way they will prefer to choose objectives that can be easily achieved instead of the objectives that resemble optimistic objectives.

**management by objective is a dynamic system that is not joined with fixed authorities .**

practically the meaning of the management by objectives and results is that it is a movable dynamic system which is not joined with fixed authorities and without frozen regulation , reward systems or traditional promotions .

The organization or the system that don't achieved the expected results will be changed .....

The continuous progressing here and the replying , the continuous inventing is acceptable here because it is joined with the requirements of the objectives management by objective is a dynamic system that is not joined with fixed authorities

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**DISTINGUISHING BETWEEN THE MANAGEMENT BY THE  
REGULATION, MANAGEMENT, BY THE ACTIVITY AND  
MANAGEMENT BY OBJECTIVES AND RESULTS**

No	Elements	Regulations	Action & Re-Action	DMOR
1	Be taken into consideration by	The regulation	The problem which has higher voice	The results
2	The thing which is more important	Not happening - dissent	Make the a sleep sleeping	Achieving the concordant results
3	Centralization on time	On the past time	On the future	On the future & the present time
4	The authority is taken from	The regulation & its explainers	The regulation is explained in a lowest problems	The requirement of the results
5	Putting the strategy	The managerial strategy	The managerial strategy & taking the ideas of others	The objectives with agreement
6	The degree of obligation	In the limitation of regulation texts	In the limitation of regulation & general direction	Personal
7	The type of strategy	Numbers & clauses	Strategic balances (objectives on publicity)	Contracts between the employers & the employees
8	Who put the strategies	.....	The managerial strategy	Every employer & employee
9	The type of relations (communications )	Presidential	Lowered presidential	Member ship(In any direction of the rushing results
10	The logic of motivation	Applying the regulations	Applying the regulations the-brethren	Achieving the concordant results
11	The treatment of struggles	Applying the regulations	By maneuver	By interviewing& understanding
12	The responsibility of assent	.....	The management of assent	Personal first & then presidential
13	Evaluating people	Not to make a wrong regulations	Not to move the boat	The achieving results (balancing the mistakes by results)
14	Practicing	.....	A general type of education which is useful	according to special practical needs
15	The special characteristics of the manager	Discipline	Factual – practical	Respected teacher
16	The manager is a afraid of	Being in a wrong regulation	The rejecting of the majority	Obligation towards God & himself

Table 1.2 Distinguishing between the managements

---

(\*) Source : . Democratic Management by Objectives & Results D. Saied ,Elhawari

### **\*Literature Review:**

#### **standpoint for some thinkers about management by objectives and results.**

Some people see that the democratic management by objectives and results is a method for management that doesn't differ from the management which we know from fifty years while the other insist that the democratic management by objectives and results is a new philosophy for management that requires changes in concepts and in the basic hypothesis from the man, his stimulant and his behavior.

#### **Peter Drucker's Concept (1954).**

**Drucker** says that the work institutions need the management principle which gives the way to the individual to achieve the self strength and responsibility and at the same time give a direction with the total view and make the spirit of the team which order the objectives of the individuals within general related objectives . the only principle that can achieve this is **the management by objectives and self control** .

#### **Moyrrise Concept**

**Moyrrise** says that management by objectives and results is not a technical way which is newly invented but it is only a clear logical approach for management ( **not an artistic way but a practical approach** ) .

The **Moyrrise** definition of the management by results and objectives doesn't differ from the usual concept of the management in spite of his focusing on the clarity of the expected result and its limitation

#### **Humble concept :**

Humble assumes that there is a dilemma between the company with ----- objectives and growing with participation and self improvement also the management by

objectives is the system which join the two axis of the dilemma (**a dynamic system joined the company with the needs of the managers.**

### **Odiorne's concept**

**Odiorne's** says that the management by objectives is a way which must be made by both the employees and the employers together with the limitation of the objectives of the organization.

**Odiorne** definition is more general about managements the objectives than Humble.

(The participation of the employers and the responsibilities about the results)

### **Raia's concept:**

**Raia** says that Management by objectives is a philosophy that reflects a positive way in management more than it reflects a negative way or a re-action. Also he says that it is a result- oriented philosophy. The main axis is about improving both the individual and the organization. It is clear that Raia looks at the management as it is a philosophy and as a method to the organization development as a whole.

**(A philosophy directed to the results that all participate in developing)**

### **Mc Gregor's concept:**

This concept is built that the managers in the organization will direct and improve themselves in achieving the objectives of the organization if they obliged to. The management of that work is made of that work is made of putting objectives and getting professional obligation to achieve it and on the bases that the personal objectives will be achieved when the members practice their efforts to achieve the organization objectives. It is clear that from Mc Gregor ideas that the obligation by control and it is an alternative to the control from up.

**(A Philosophy and an approach For a self control)**

**totally it can be distinguished between stand points of management by objectives and results from some countries:**

- In America it is seen that management by objectives and results is the basic of a system to the individual motivation participation and appraisal.

- In England it is seen that management by objectives and results as a strategic system on the level of the company as strategic management.

- In Canada, the federally government used it as an appraisal which the individual management applied to evaluate the individual on the bases of Merit- rating (The behavior and the personality of the clerk and his way of work)

At the end of this presentation, it is clear that the management by objectives and results can be seen from many sides and it can be used to achieve many things:

1. The one who sees it from the top of the system will find it as a strategic system or a technique strategy (for a short time).

2. The one who sees it from down thinks that it is a system for appraisal (Appraisal for the performance of the managers)

3. The one who sees it from the middle of the system for improving and developing.



## **Chapter No 2**

### **Journey Of Democratic Management By Objectives And Results:-**

#### **1. (SWOT) Analysis**

**\* Self- strength points**

**\* Self- Weaknesses points**

**\* The given opportunities to us.**

**\* The expected threats facing us.**

#### **2. Vision and Mission.**

#### **3. Key Result Areas.**

#### **4. Indicators.**

#### **5. Objectives.**

#### **6. Support System and Action Plans.**

#### **7. Control and Empowering Managers.**

#### **8. Leaders style**

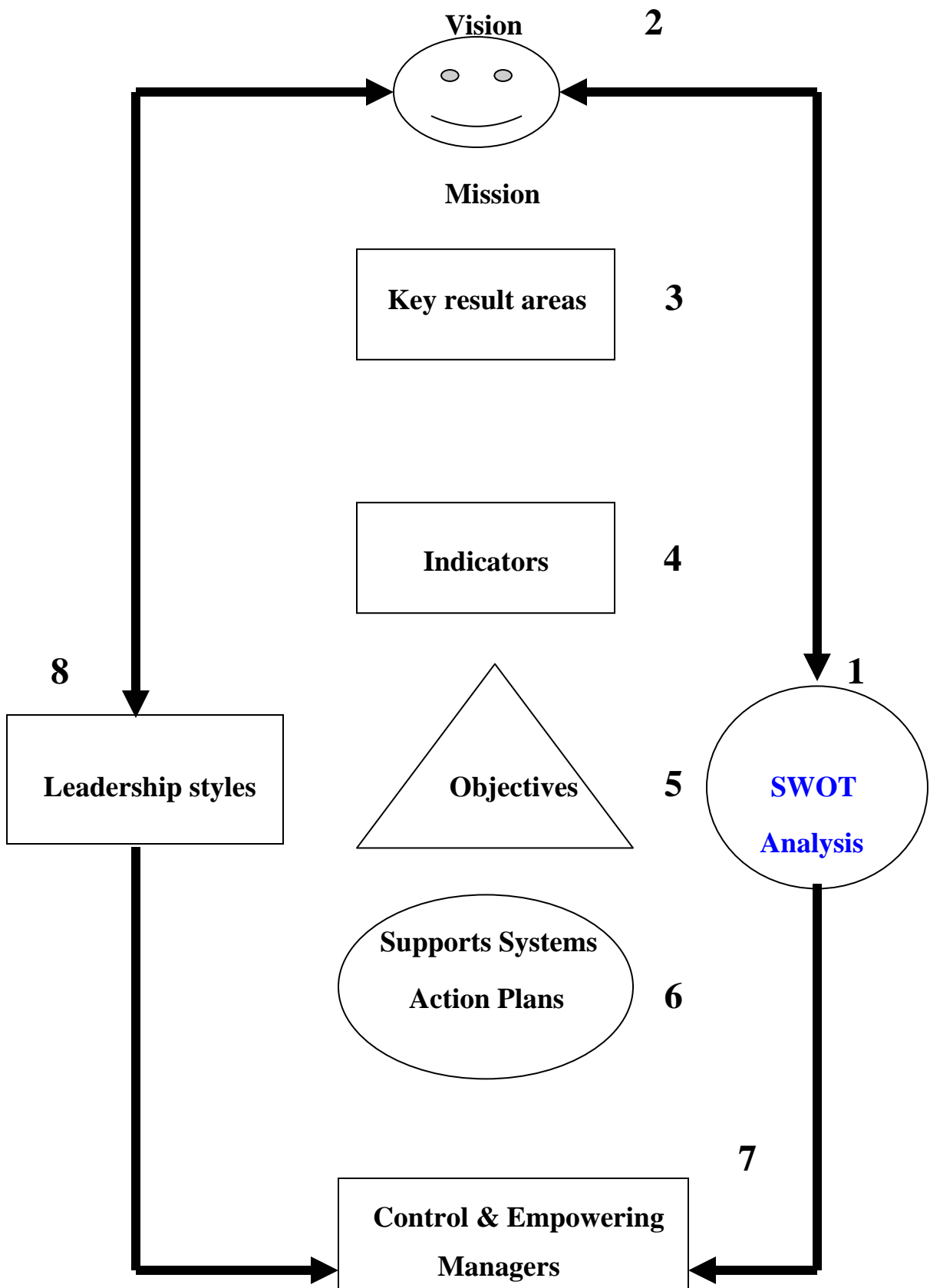


Figure2.1 A sample of temporal management by objectives and results

## **1. (SWOT) Analysis**

The four elements of the (SWOT)Analysis:

- \* Self – strength point
- \* Self – weakness point.
- \* The given opportunities to us.
- \* The expected threats facing us.

We have known that the management by objectives and results, is a management of starting and ending and we have known that the objectives are put on the levels of the managerial units or even the basic managerial jobs. Also we have known that putting these objectives for jobs happens by participating both the employers and the employees to achieve the personal obligation.

It is obvious that we start by the strategic analysis in which the analysis of strength points and weakness points of the organization shall be analyzed, as well as in which the given opportunities to the organization shall be analyzed and the threats came from the environment in which the organization lives, and to clarify the justification of its existence.

The most famous analysis style is the (SWOT) analysis, where the self strength points and the self weakness points are analyzed, as well as in which we analyze the given opportunities to the organization and the threats facing it from the surrounding environment.

**The self – strength points and –self – weakness points**

<b>Strength points</b>	<b>Weakness points</b>
Do we have clear competitive distinction?	Is our strategic direction not clear?
Have the abundance in the financial sources?	Is our competitive attitude deteriorating?
Have we good human skills?	Are the services we provides prescriptive?
Is the mental image of the organization good?	Have we deterioration in the profits?
Have the organization leading role in the market?	Have we lack of managerial skills?
Have we relative advantages in the employment area?	Is our history in the execution of the strategies?
Have we got rid of the stress of strong competitor?	Are our internal problems increasing?
Is our license technological?	Are we exposing to competitive stress?
Have we costal advantages?	Are we suffering of a fail in the researches and development?
Have we the capability to invent new products?	Have we some kind of no diversification?
Have we distinct managerial skills?	Is our mental images in the market weak?
	Is our managerial skill less than medium?
	Are we suffering from the inability in finance?

Table 2.1 The self – strength and weakness points

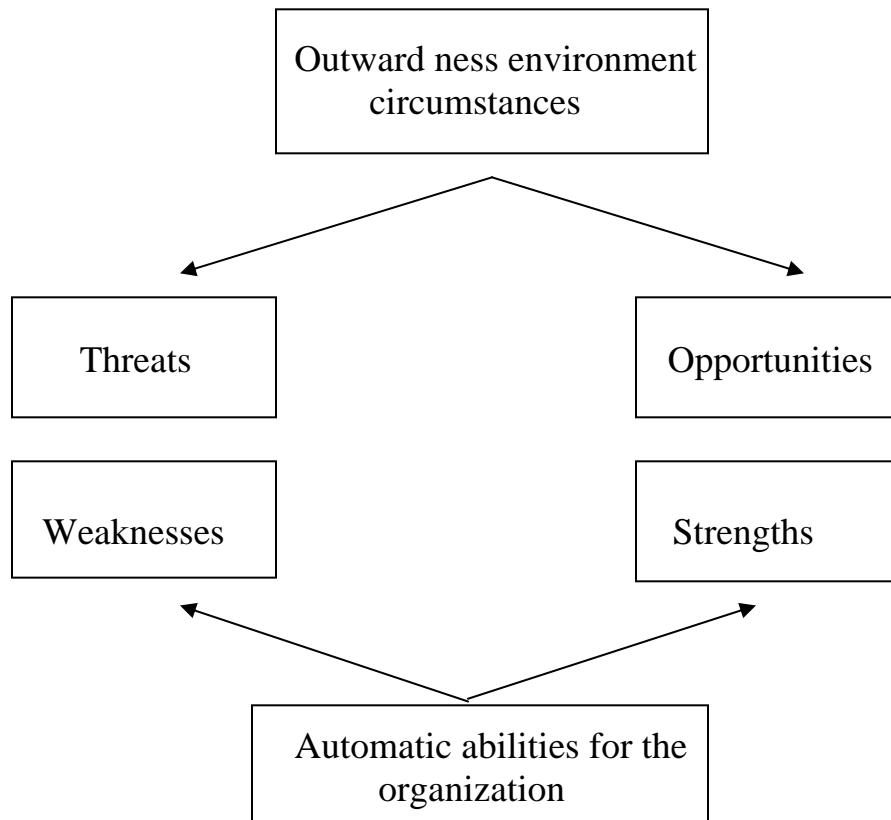
**The opportunities and threats :**

<b>Opportunities</b>	<b>Threats</b>
Is there any opportunity to enter into new markets?	Do we expect the entry of new competitors?
Are there opportunities of new production lines?	Do we expect increasing of sales of production that substitutes our production?
Are there opportunities of diversification in the current production?	Is the market growing slowly?
Are there any opportunities to add new products that integrate with the current ones?	Are the policies of the government against us?
Is there an opportunity to move towards better strategic group?	Is there any increase in the competitive stresses?
<ul style="list-style-type: none"> <li>- Are there abilities for depression and the course of work?</li> <li>- Do we notice growing in the ability of negotiation to the needs and tastes of the consumers?</li> <li>- Are there a democratic changes against us?</li> </ul>	<ul style="list-style-type: none"> <li>- Is there an opportunity for the active confrontation to the rivals?</li> <li>- Is the market growing quickly?</li> </ul>

Table 2.2 The opportunities and threats

## The reason behind the four Analysis (SWOT)

The reason behind the analysis is to be sure of the fitness between the automatic abilities of the organization and the outward ness environment as in it is clear in the following figure:



((Analysis of the opportunities, threats and Strength, weakness points))

Figure2.2 Analysis (SWOT)

It is merit to mention that the (SWOT) analysis is not a merely putting a list of inquiries about the four elements, it is in particular an analysis of the current and future situation and its reflections on the organization strategy, it is possible to measure the quality of such analysis, if we are able to replay the following inquiries as:-

1. Is the organization has internal strength points that could build upon it a knew strategy
2. is the organization has weakness points that make it exposed to competitive pressures? Is that hindering to take knew opportunities? And what are the weakness points that should be focused on them to be corrected throughout the strategy?
3. What are the opportunities that the organization could with what it has from human and material sources to take it ?
4. What are the threats that we must be worried about them? and what is the suitable strategic move to form a good defense against it ?

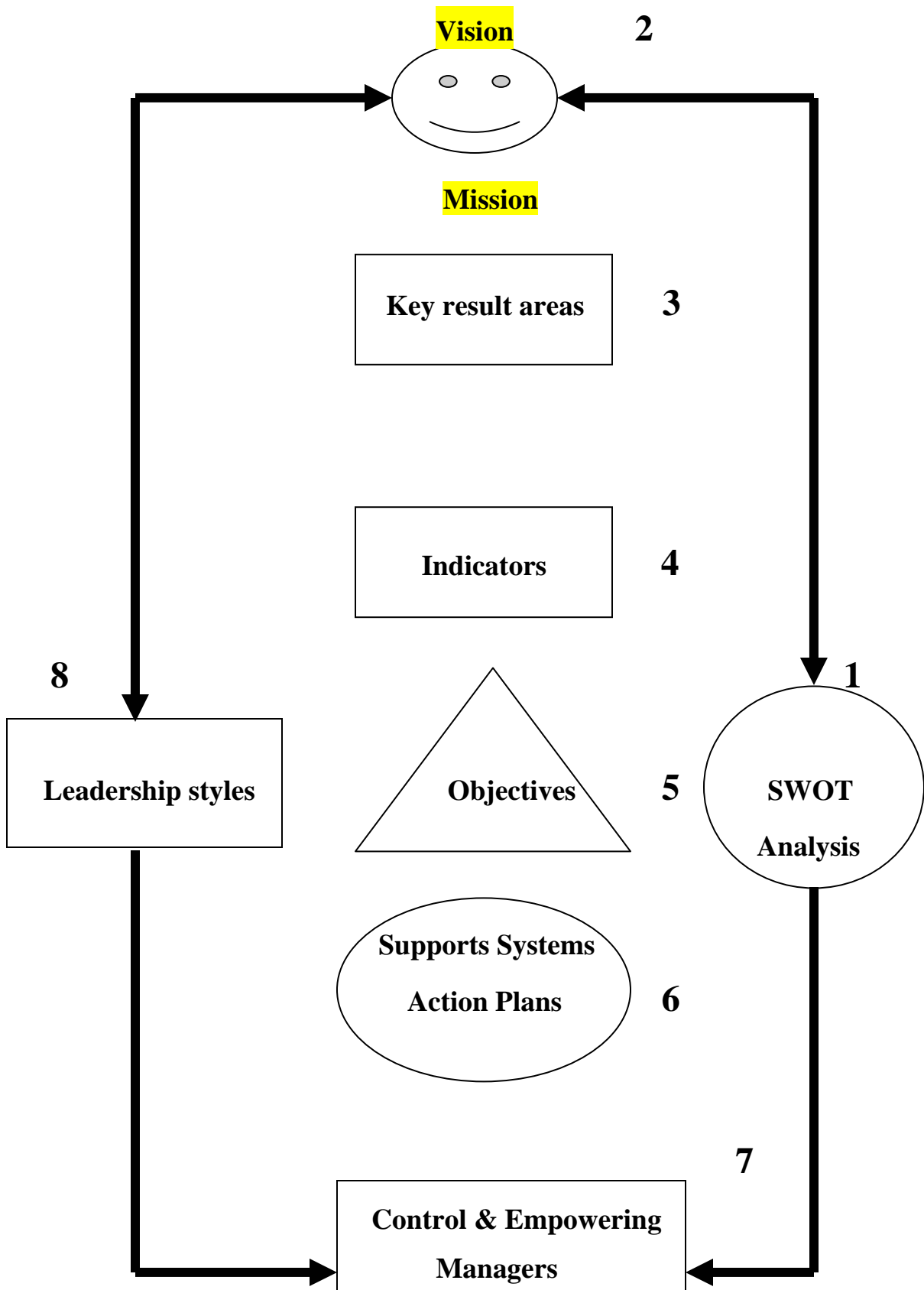


Figure 2.3. A sample of temporal management by objectives and results



## **2- Vision and mission**

After the strategic analysis, we should put a vision and a mission for the whole organization when we finish clarifying the vision and mission as a whole, it becomes necessary to clarify the vision and mission for every organizational unit out of all organization unit.

### **The vision**

The vision is:

- The philosophy framework to understand the justifications from the existence.
- Emotional tension motivates the people for the work and obligation.
- Dream or distinction required to be achieved.



Your vision to your organization.

### **The mission of the organization**

The concept of the mission:-

The mission expresses the purpose , for which the organization has been founded , and interests in particular to replay the following inquiries:-

- Why the organization has been founded ?
- What is the nature of its business ?
- who are its dealers ?
- What are the values that govern the organization works ?

**The mission is formulated in the shape that called the mission statement**

**Importance of the mission :-**

- 1- Help to focus the efforts of organization members in one limited direction.
- 2- Helps to prevent the contradiction of the purpose inside the organization .
- 3- helps to guide the allocation of organization sources .
- 4- Specification of the responsibilities nature of every position inside the organization
- 5- it is the basics of the objectives that are put for the organization

**The information that appears in the mission statement**

- 1- type of the commodity or the service which is provided by the organization .
- 2- the market where the organization will work
- 3- the technology that the organization .
- 4-Objectives for organization.
- 5- the philosophy of the organization is the values and believes that guided the organization members
- 6- the organization self- concept .
- 7- the mental image of the organization with the people

## Samples for some mission

### **The Grand Hotel - Tripoli**

The declaration of our task through our hospitable, trainee and expert team at the grand Hotel – Tripoli

- We always try to achieve a high level of an excellence service and a good housing.
- We shall pass our objectives and try our best to keep our leadership in the occupation and to serve our society.
- We shall be the leaders of changing in the area of hotel in Libya which will enable us to keep our excellent position.
- Our decisions will be concentrated on the benefit of our hotels and their staffs for a long time to be able to prepare for the competition in the future.

**(Every guest leaves and he is glad)**

**The Grand Hotel - Tripoli**

### **The international consultative center**

we try through our guardian, motivated and expert team to present the most, benefit consulting services and practical manageable programs for the occupational organization to strengthen it in order to counter the face –off of the future, in doing this we try our best to keep our leaderships in the light of our occupational character in this area.

**The international consultative center**

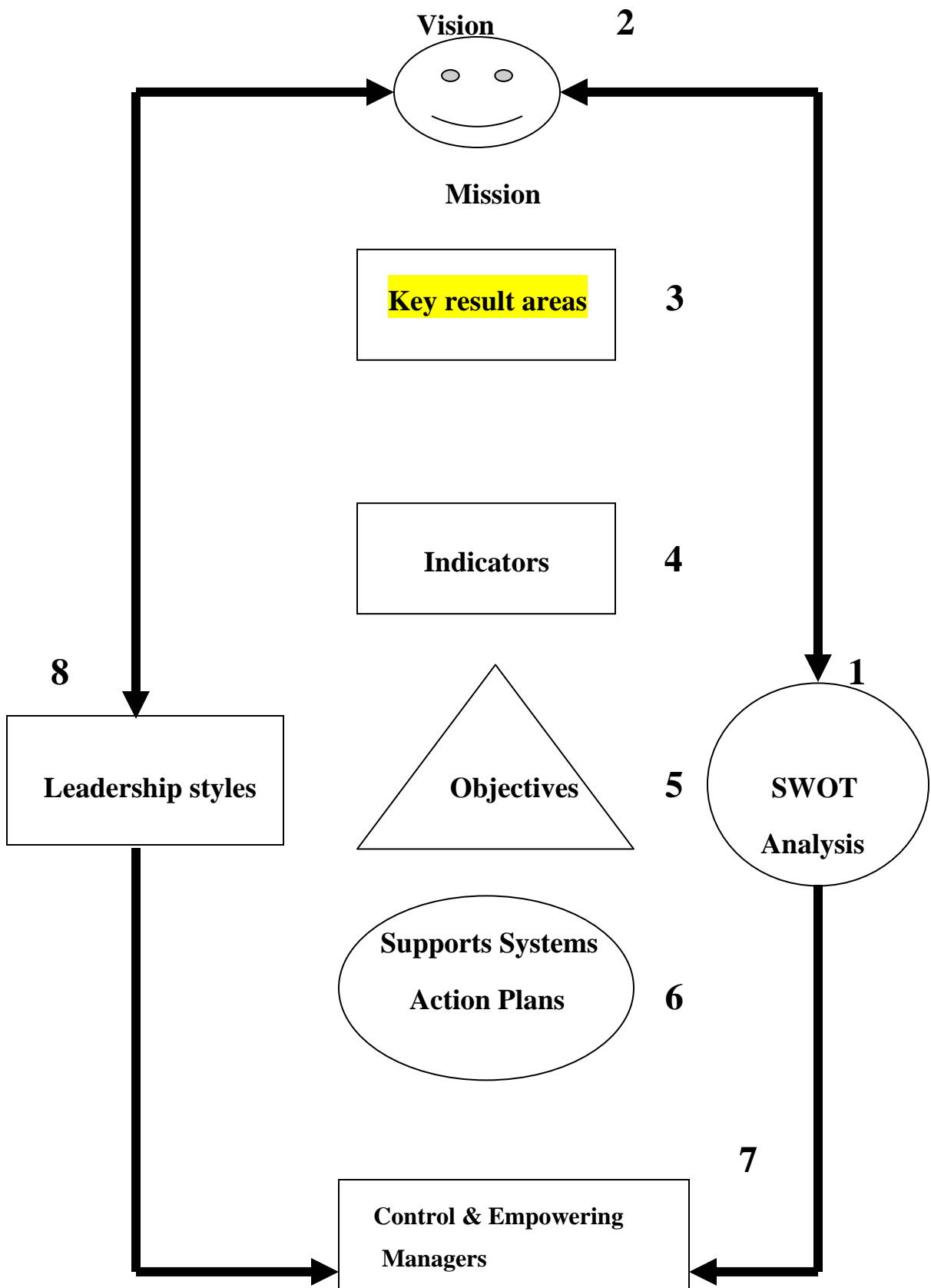


Figure2.4 A sample of temporal management by objectives and results

### **3- Key result areas**

- \* Difference between objectives and objectives areas(objectives fields).
- \* Examples of results areas (results fields).
- \* Some considerations should be considered when putting results areas(results fields)..

#### **Different between objectives and object area**

The putting of objectives – whether on the strategic level ( long term ) or on the tactics level ( short term ) , and whether on the level of the company , or on the level of each position- considered as a substantial of the administration operation by objectives , and most difficult part of it .

We should know the meaning of ((objectives )) :

Since the objectives term is a plural of (( objective )), it becomes necessary to know the type of those objectives , these types which called ((areas )) .

The profitability is not an objectives, but it is objectives area , the productivity is not objectives , but it is objectives area, the moral spirit is not an objectives , but it is objectives area, so, the objectives area is the objective type since the objectives are expected results , we shall use all the results areas to mean the objectives areas.

The expected and aimed results , it should be necessary measurable , to enabling to compare the achieved results with the aimed results , the existence of measurements ( results measurements is a necessary issue .therefore , the measurements should be connected with a time and absence of time element which doesn't give the objectives practical meaning .

To clarify we suppose that we said that this company is the profit ,satisfactory and productivity , but it is not useful from the practical side it is necessary to specify the

profitability level within certain time in order to specify the profitability level or the productivity satisfactory level , we should use measurements to measure the profit , if we have specified figures that are required to be achieved for the profit within certain time That will become an objective .

The profitability itself- as one type of the objectives – called result area- the percentage of profitability to the capital , profitability , measurement and the achievement of 10% as profit of the capital at the end of a year , it is an objectives .

### **Stages of putting the objectives: -**

there are three stages to put objectives:-

1- First stage: the stage of putting the objectives areas means the aimed results areas or summarized results areas.

2- Second stage: the stage of putting the measurement for each type (each areas) of the objectives areas, required to be achieve.

3- Third stage: stage of putting targets, means to put targets areas, in quantitative shape within limited time.

Therefore, it becomes clear that the putting of targets, by the meanings mentioned here (number  $\times$  time).

### **From where we should bring the results areas of the administrative positions?**

Every administrative position is important within the organization structure, it should have results areas, whether those results written or unwritten.

Obviously, there is no source from where we can obtain the results areas for each position, as the positional specializations for each position.

Administrative positions, and to study each positional description separately, and attempting to put the expected results areas of such positions.

## **Some examples of results areas**

### **Results areas of chairman of the board of directors in an industrial company:**

- Long term strategy
- extension, replacement and renewal
- New production lines and developed results
- Administrative positions costs
- Organic organizational relations
- Directions of the higher administration
- Second range of the higher administration senior.
- The moral image of the company at the government and other authorities.
- Finance structure.
- Revenues of the investment.

### **Results areas of the chairman of the board of directors of other Industrial company:-**

- Company strategy.
- Developed Organization.
- Employment qualification of the constant capital.
- The revenue of the invested capital.

### **Result areas of plant director :-**

- Production level.
- Production quality.
- Production costs.
- industrial security.
- Stock level.
- Delivery time.
- Usage of machines and surface.

### **Results areas of the quality control director:-**

- Quality standardization.
- Quality level
- Quality control costs.
- Quality control methods

**Results areas of marketing director:-**

- Sales level
- Sales profit
- Market communication.
- Sales spreading.
- Mental image of the products with the public

**Results areas of training director:-**

- Organizational behavior
- Developed performance
- Consultancy

**Results areas of industrial safety director:-**

- Thefts
- Accidents
- Health

**Result areas of financial director:-**

- Financial fluidity ( input – output )
- The legal financial information
- The financial cost
- The financial information for management

**Results areas of the university president:-**

- The scientific services efficiency
- The scientific research activity



- The teachers for the number of students
- using the areas in the university
- The managerial cost for every students
- The organizational frame of the university .
- Financial information .

Moreover it maybe useful to put a frame for results areas in the different activities of an industrial project.

**A general frame of results areas in the different activities of n industrial project:-**

<b>Product</b>	<b>Purchases</b>
Quantity, efficiency, timing, exhaust, the rejected, the storage, the coast of the work, the coast of the raw materials, security, equipments, machinery and areas	Purchases, the cost of buying units, exhaust, the rejected, the level of the storage.
<b>Distribution</b>	<b>Transportation</b>
The size of sales, the profit of sales, the new market, the new clients, the new productions, the circulation of sales, the strategic distribution.	The cost of transportation to every unit, wastage demand of transportation, the clients complaint, the factory compliant, the delays in the delivery.
<b>Individuals</b>	<b>Clearing and finance</b>
The suitability of the new individuals, the salary justice, the corporation relations, the industrial security, the organizational behavior, the artistic skills.	The financial cost, the availability of the required money, the legal information, the managerial information, the supplying data, the contraction account, the benefiting of the storage, the activity of the coast list, using the merits in there dates, the legality of using money.

Table 2.3 A general frame of results areas

**The considerations that should be respected when putting result areas:**

**First consideration:-**

the result areas should really aimed result areas; means (outputs) not activities (inputs) for instance:

\* It is not allowed to say, that result areas is the development of products, because the development is activity, the result shall be developed product.

\*It is not allowed to say profits achievement, because it is activity, the result is sales profitability, or assets profitability.

\*It is not allowed to say development of an organization, it is an activity, the result is developed organization.

\*It is not allowed to say the organization behavior, but saying developed organization behavior.

\*It is not allowed to say development of the performance, but developed performance.

\*It is not allowed to say continued equipment of possibilities, but continued equipped possibilities.

It is a big mistake to say in the result areas; participation in policies drawing, it is an activity, as well as, it is mistake it say the control of.... Or follow up of .... It is an activity.

**It is always required to think about the result required to be achieved, not the activities required to be performed.**

**Second consideration:-**

when we mention to the key result areas, should think about the big result areas, whereas the existence of big results, shall reduce the activation of results, where the

big ones shall be lost in the small ones, when we select the key result areas, should reply to some questions as:

- \* - Why this position is particular necessary?
- \* - What will happen, if this particular position has been cancelled?
- \* - What the employee in such position shall focus on, during three next years, for example to be activated?

The expert in putting the result areas will find that many of these areas circulate around dimensions..... these are some:-

**\*\*Quantity   \*\*efficiency   \*\*costs.**

If we look at the previous result areas we shall notice that the quantity appears at the level of production, the level of sales....etc.

The efficiency level appears in the efficiency of production, the criteria of efficiency and the fitness of the new staff ...etc.

The dimension of costs appear in the result costs, the controlling costs on the efficiency, the profit of sales, the cost of the money and clients...etc.

**Always be sure that the result area which you put for a special occupation represents an important part of the job and not only a mere part.**

**The third consideration:-**

The result areas must not clarify a specific direction which is rising and down falling so it must not be said that the rising of the production sufficiency but it is enough to say (the production sufficiency)because the production sufficiency is a result area and it is not required here to limit the direction .

In the same way, it should not be said here (reducing the exhausts). This will build a direction and the required is a result area and the result area here is (the exhausts).notice that the exhausts here will be imposed to criteria and these criteria itself will become as a point to limit the objectives.

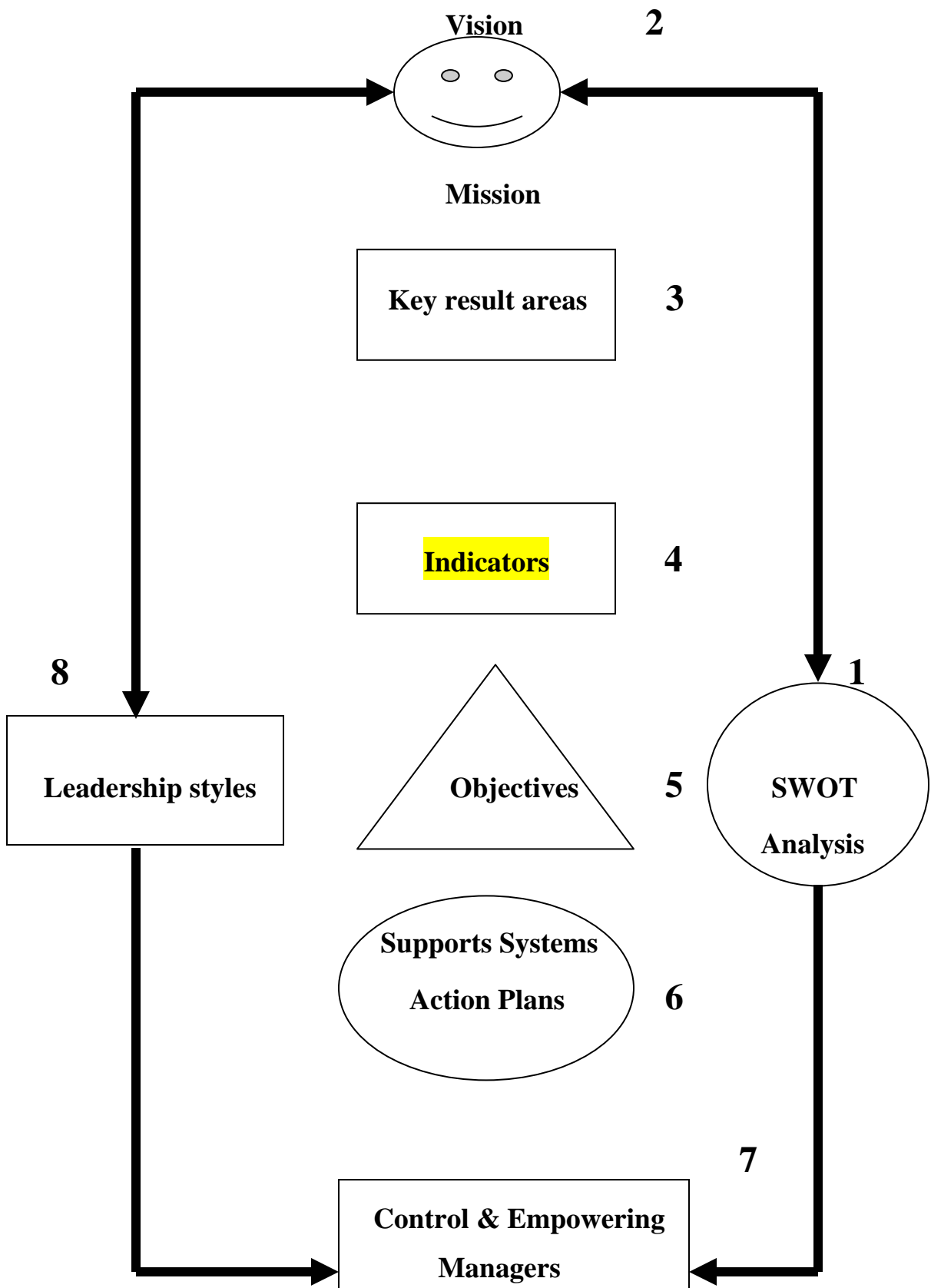


Figure2.5 A sample of temporal democratic management by objectives and results

#### 4. Indicators

The essence and the importance of indicators (the results criteria ) after finishing of putting the result area to every job and that is not an easy affair as it is clear, so it is very important to put criteria of pointers to each result area.

Naturally without the criteria, the objectives can't be put in a quantitative way and consequently the result can't be measured.

The result criteria

The result criteria is derived from the results area in a detailed way and the criteria can be this way:-

1. Value (Yeni Turk Lirasi)YTL
2. Units.
3. Rate or percentage.

The criteria (profit) for example is like the result area can be:

- \*The profit to each commodity.
- \* The profit to each place.
- \*The profit to each client.
- \*The profit to each salesman.
- \* The profit as a rate of sales = (the profit
- \* The profit as a rate of the invested = (The profit / the total resources)

The sales level

To measure the result area (the sales level) we can use for example the following criteria:-

- The sales size by units to each client (rate)
- The sales value to each place.
- The sales value to each commodity.

The rate of the sources rotation = (the sales / the sources)

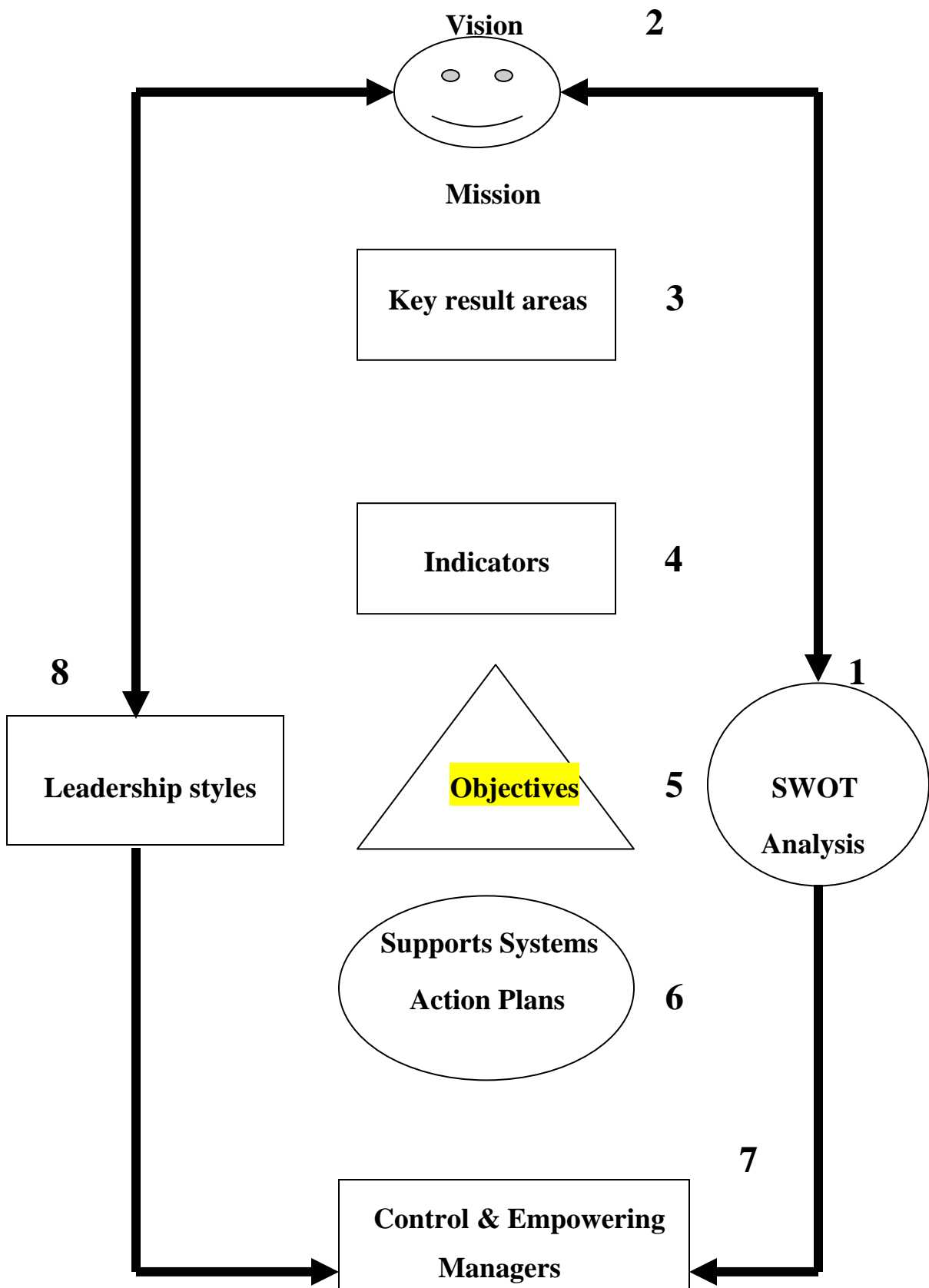


Figure2.6 A sample of temporal management by objectives and results

## 5. The objectives

\*\* Putting the objectives for the managerial positions.

\*\* Characteristics of good objectives.

\*\* Examples of good objectives and bad objectives.

Putting the objectives of the administrative positions:

After finishing the putting of results areas for the positions, and putting the results measurements, it could be now transferred to objectives, the objectives is a very limited expression for the measurement of result of the results areas. Often one measurement could take us to one objective.

The sound objective is the measurable objective, and to have a measurable objective, it should include the following elements:

1. Time element.
2. Quantity element.
3. Quality.
4. Cost.

First : Time element.

This element should not be omitted in the writing of the objective, without time limitation, the objective could not be a real objective; there are four shapes of the time.

- In the shape of an end: for instance (the month ended on.....) this is the mostly used shape.
- In the shape of beginning: for instance: from the day .... To the day...
- In the limited shape: on.....

Second : Quantity element:-

The objective should be put in numbers, the measurement units whether to be financial or in kind:

- Financial units: sales certain cost.... at the end month.

- In kind units: opening of certain new accounts, at the end of certain year.
- Percentage of the rate: achieving 10% as a rate of the capital revenue of the invested funds.

The most difficult problem in putting the objectives, is to make it measurable.

For example let's suppose that one of the managers wrote the following objective:

((Improving the filling of the commodities and covering them)) this objectives must be formed as the following:-

Designing a refill and a covering to each type of the commodities that it can get an accepting rate from the consumer more than 20% from the present rate and that is at the end of the year so and so let's suppose that the manager of the statistics wrote the following as an objective to him.

((improving the statistical reports reduce the wasting time between preparing and spreading it))

The right in forming the objective is:-

Reducing the wasting time between preparing the statistical reports and spreading it within four days in a deadline...so and so.

### **The objectives areas**

The scientist Peter Drucker limited the areas of objectives as the following :-

1. The competitive center of the organization in the market.
2. The inventing.
3. Productivity.
4. The levels of the available resources.
5. The profit.
6. The performance of the managers and improving them.
7. The performance of the workers and their directions.
8. The social responsibility.

### **The objective characters:**

The good objectives have many characters such as:

1. The objective must be limited and joined to one subject.



2. The objective is flexible to absorb the urgent changes.
3. Able to be achieved in the limitation of available abilities.
4. Be able for quantitative measurement.
5. To be ordered within short and long term.
6. To talk about the results and not about the activities.
7. To be agreed with the organization letter.
8. To be connected with a logic limited time.

**Examples for good and bad objectives :-**

No	A bad objective	A good objective
1	Our objective is to raise the incomes and the size of sales	Our objective is to raise the incomes of sales from 30- 35 million and we expected to achieve this through selling million units in a rate of prize 35 to each unit.
2	Our objective is to raise the spending of Advertising 15%	Our objective is to raise our market property from 8% - 10 % with the help of increasing the declaration balance by 15%.
3	Our objective is to increase the profit	The total aimed profit year .... Million Dinners
4	Our objective is to be the owners of the highest industrial profit.	Our objective is to struggle for leading the industry from the benefit of the property by achieving 25% of takings after the taxes on the property.

Table 2.4 Examples for good and bad objectives

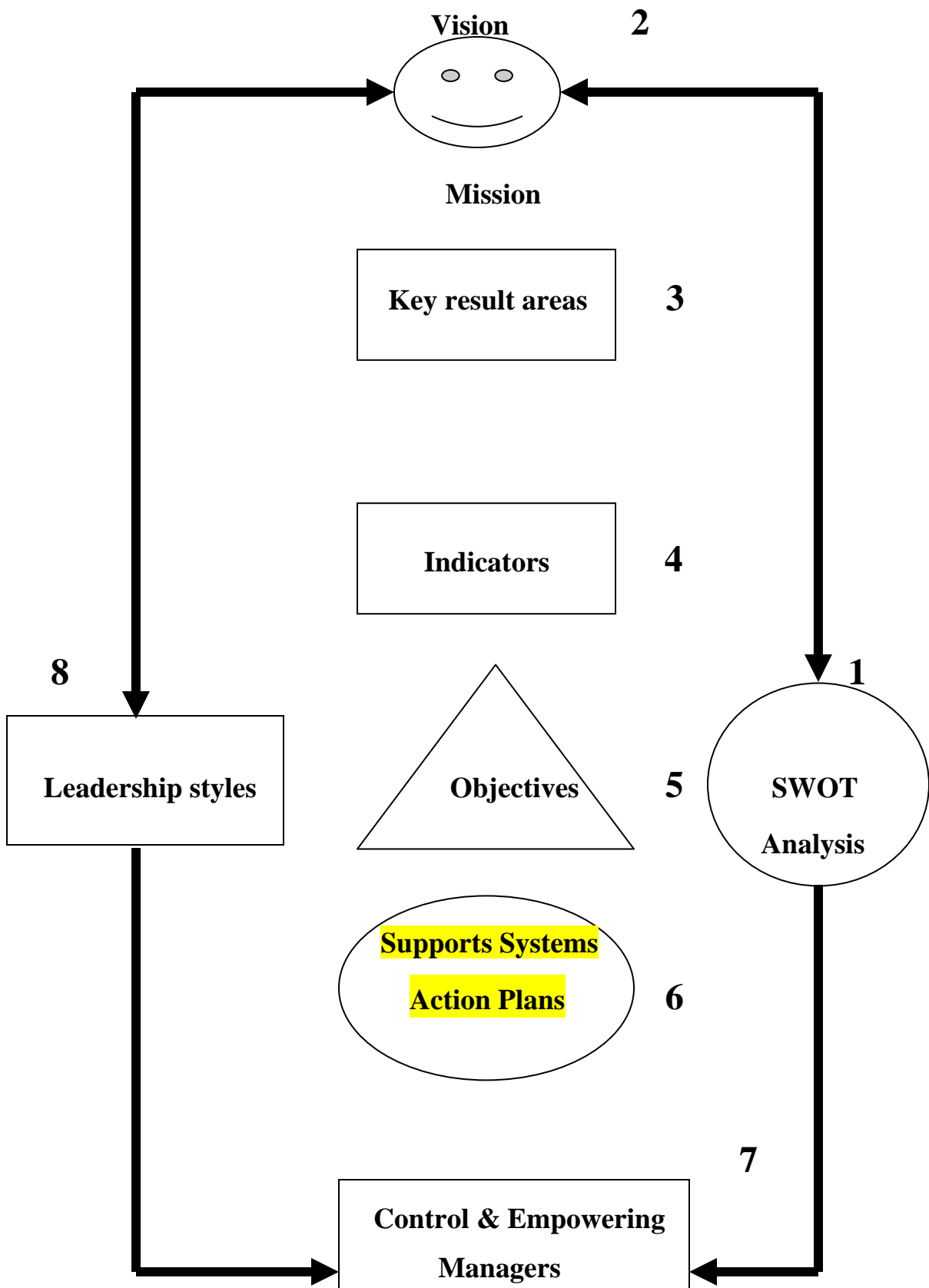


Figure2.7 A sample of temporal management by objectives and results

## 6. Support system and action plans:

In order that the management system by objectives and results be active so it is very important to be supported by another system that is its logic by objectives and results.

The most important supported systems for management by objective and results

first: The workers system (appointments, fees, reward, promotions, practicing, transportations .....etc)

-Second: the information system.

- Third: the finance system.

The important conditions which must be available in all the system are:

1- The system should be understood to all those who are concerned

2-The logic of these systems be a logic of objectives and results.

3-The logic of these systems be under the control of those who managing by objectives and results, they can change, revise and cancel it from the logic of results and objectives.

**First: the workers systems** (appointments, fees, rewards, promotions, practicing, transportation....etc)

In order that the management system by objectives and results be , the objectives and results must be in the logic of fees , reward , promotion ,transportation and exemptions....etc, thus these systems won't become special system by the management of the individuals (the managements of the workers affairs ) but they are system linked with the whole management system. This will bring up an issue which challenge the nation that control us for ten\_years.

The following figure clarify the traditional point of view to the job of the individual man agent in any project.

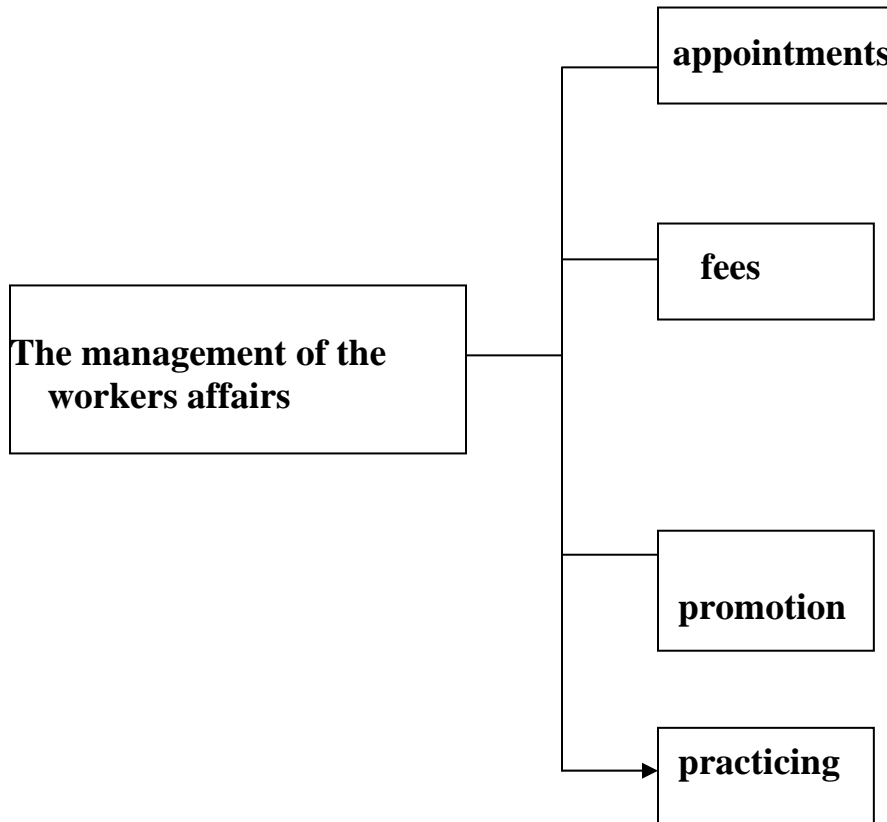


Figure2.8 the traditional point of view to the job of the individual man agent in any project.

The present system for appointments, fees, rewards and practicing....etc are bureaucratic systems that are not suitable with the logic of management by objectives and results.

The following figure clarifies the nation frame to a complete system in managing the human spirit.

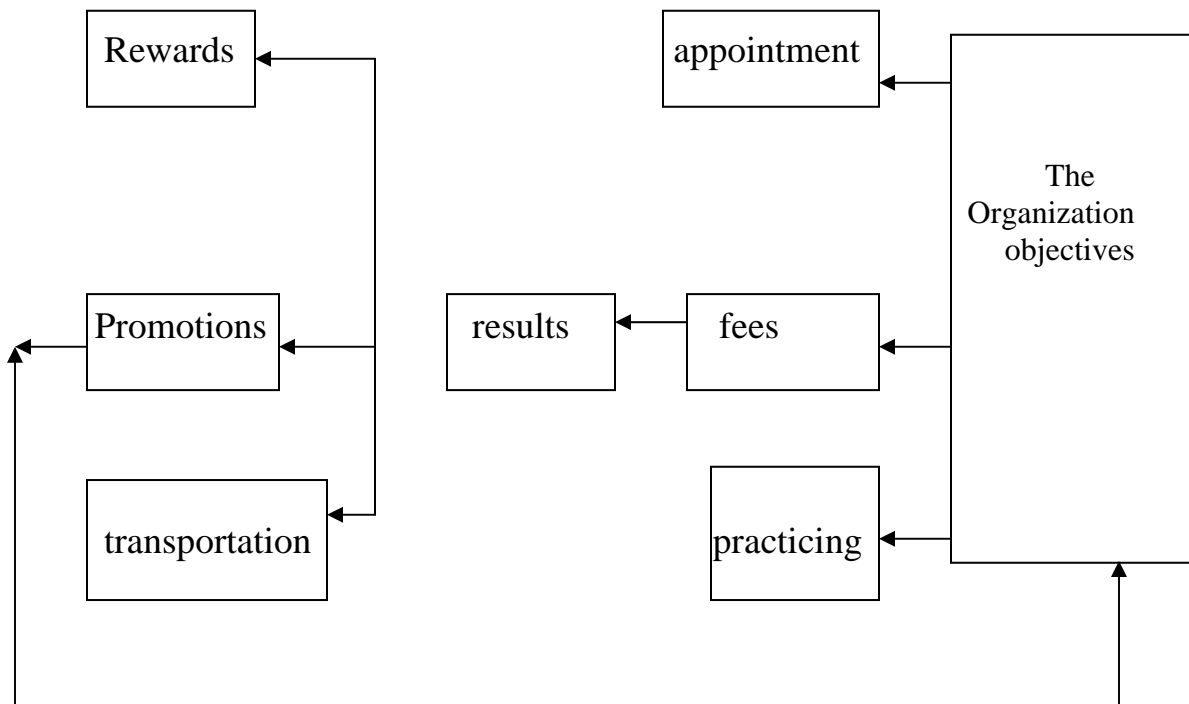


FIGURE 2.9 nation frame to a complete systems in managing the human spirit.

In this system, the appointment, fees, rewards and transportation get its logic from the objectives that are wanted to be achieved results by the susceptible results.

The system of appointments, fees, rewards, practices, promotions and transportation get its entry from the total system (the objectives of the organization and its programs and its plans). That the system of workers achieves results to both of the workers and the organization as a whole.

**The objectives are the chief ruler of the management  
in the organization**

practicing is to the organization as a whole so wont be wonderful if the managers attend practicing here and there but practicing is for all the organization including the employers and the employees. It is a developing for the organization or the organization that a group of employers and employees make practices to each other in order to improve the climate in which they work .

**Secondly: Information system: - the administration logic by the objectives and results:-**

The administration logic of the objectives and results should be measurable, not a merely good intents or general characteristics, the administration by the objectives and results based upon putting measurements results areas for each area an result, time and financial dimensions, the result area, the periodical follow up of the work progress and the awareness of the impacts which have changed the path.

From here appears the importance of the discrimination between the information ( ) and between the data ( ) the data represents letters opened for the individual human, which it has not been evaluated, for certain attitude, all the communications in any organization, deemed as a type of preparation of information, but the information, are data have been evaluated for certain purpose, when the individual classifies one of his problems, and find from his data what is could helps him to dissolve that problem, that means he must isolate the information from the data.

The administration, by the objectives and results requires the existence sound system of information.

That means, there should be a system for the information flow from an office, its occupation to send the suitable information, with the appropriate quantity to the suitable responsibility center in the appropriate time.

Such sending should not be through the presidential hierarchical channels, the objective here is not to make the weak people appearing with their weakness before the others, nut the purpose is to inform the people about their attitudes, to correct the path themselves, starting from the self- control concept, distinguishing the administration by the objectives and results.

**Thirdly: Financial system:**

To make an active administrative system by objectives and results, the financial system should be extracted from the logic of the results ans objectives; it is not allowed to put restrictions on the financial actions manner, in particular if it is linked with current expenditure.

It is not logic to claim the companies with certain objectives on high level, and we put on it financial strict.

The focus under the current administration is upon the extent of the acts conformity to the financial regulation, disregard the economics of the act itself, based on that the regulation was put to facilitate the works.

The putting of items budget (first and second chapter), claiming of the public area companies, to adopt the administration system by the results and objectives, could never be active.

The management by objectives and results doesn't know the balance of the items but it knows the relation between the cost-Benefit Analyses.

For this reason it is important that the companies make –every company prepares the finance regulations that help the management by objectives and results to be known , the American government has taken a system which is like this system in preparing this balance :-

this system is (planning – programming – budgeting – system )

**P.P.B.S.**

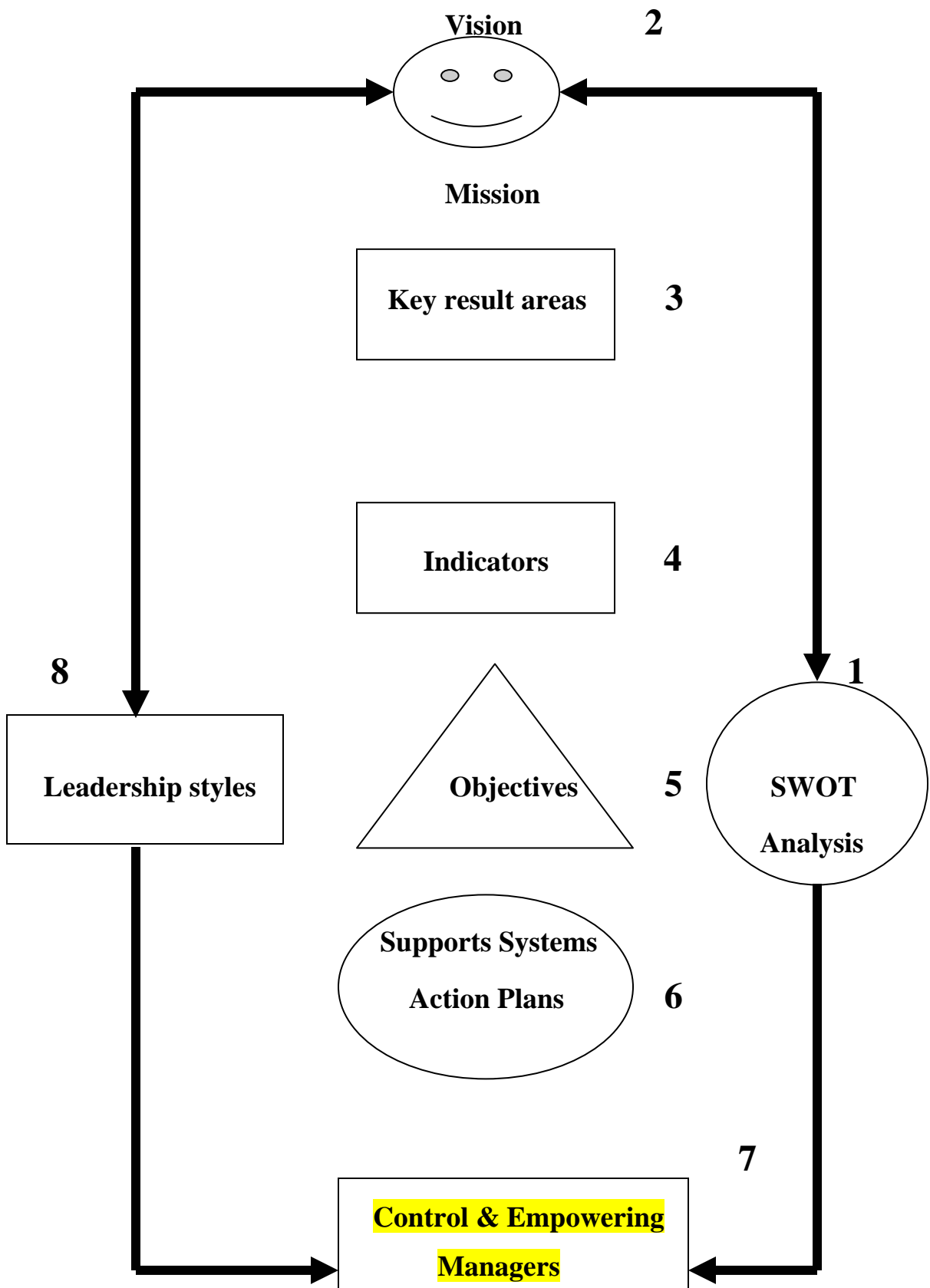


Figure 2.10 A sample of temporal management by objectives and results



## **7- Controlling and Empowering Managers:**

Naturally the execution and empowering the causes of the managers in order correct any mistake in the suitable time.

Comparing the results that the owner of every job be by objectives that has been limited and the empowering of the managers causes can be made by rewards and promotions or by practicing direction then changing to another job.

**The stage before putting the objectives  
Collect truths about the different work activities.**

Distribution, productions, financing, individuals, organization, evaluating the effect of each element organizational



**Put strategic and tactical objectives for the company.**



**The results areas and the results criteria**  
(quantity, time) to every job...objectives, the plan of improving every job in the organizational frame, in relation and regulations in the systems of information, rewards, promotions and practices in the work circumstances and then to the whole company



**The plan of the work to every job and consequently to the whole company**



**Comparing the results step by step from the reality of the coming information and correcting the path  
(Self control)**

**Comparing the results step by step from the reality of the coming information and correcting the path  
(Self control)**



**The continual comparison of the results by objectives  
(The upper tutorship)**



**Empowering the managers causes (rewards, promotion ...etc)**



**(the profit , the situation of the market , inventing , production , the natural  
resources , the finance resources , the managers performance , the workers  
performance , the social affairs**



**Collect the truths about the surrounding sentimental circumstances, the value of  
the effect of each element.**

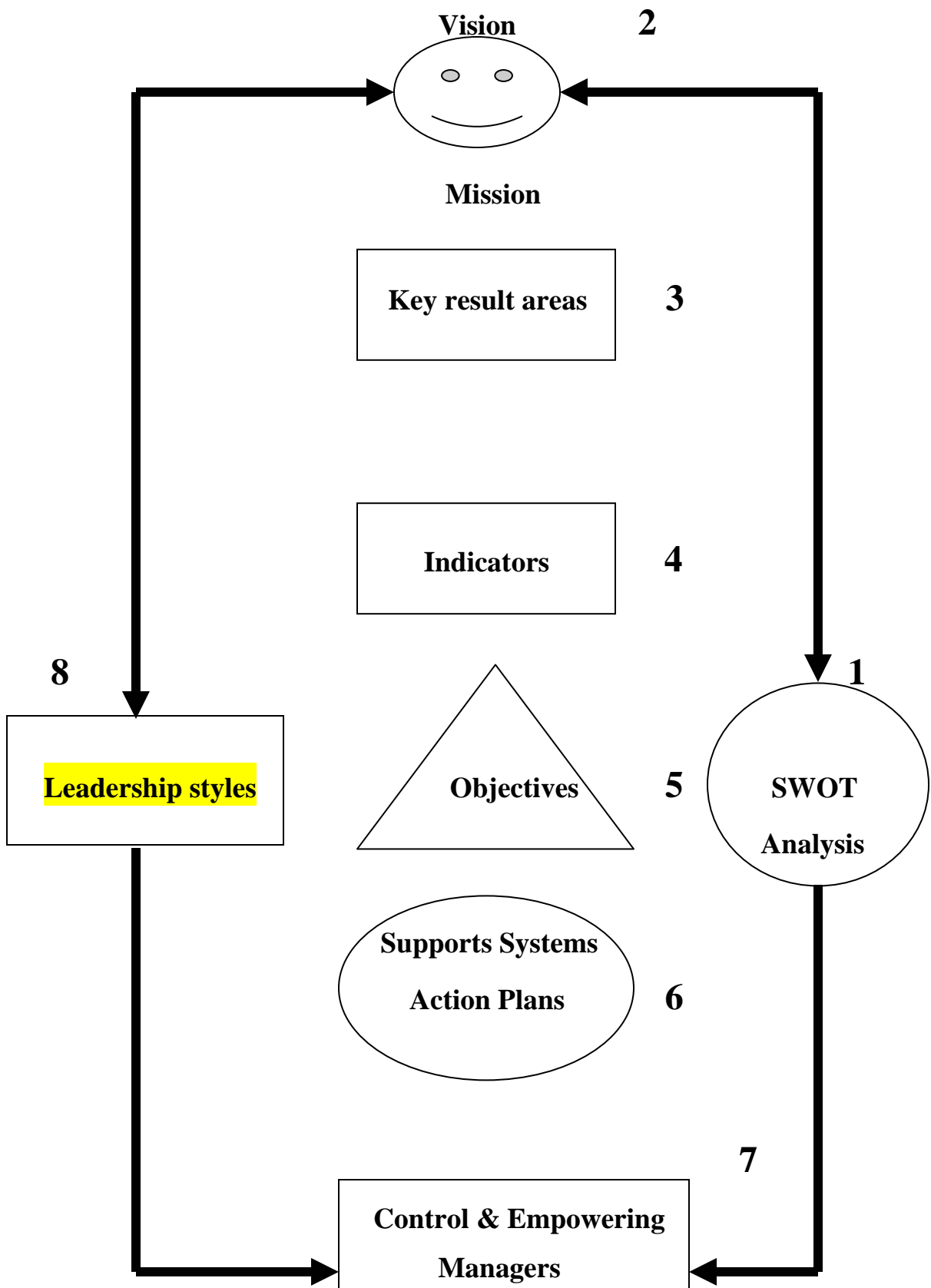


Figure2.11 A sample of temporal management by objectives and results

## **8. The leadership style and Management by objectives and results`**

It is well known that, the administration system by objectives is not suitable for all the organization whereas basically depending on the prevailing organization climate, or what we call it now, the organization civilization, as well as, it is depending on the appropriation of the leadership types of the higher administration

It is known that that the administration is the responsibility of the achievement of best results, by the most qualified method, through person; there are two axes of the management process:

\* First axis: The tasks required to be achieved.

\* Second axis: The person, through whom the tasks or results shall be achieved.

The problem is the manner of how we can form the persons together with the tasks; therefore, we can distinguish five types of directors, since it is deemed distinguished reiterated behavior, as follows:

1. A+: the director that interested to the job more than his interest to the people, we can call him the (devoted) director or the (dictator) director or the (contractor) director.

2. N+: the director that interested to the people more than his interest to the job, we can call him the (sympathetic) director with the people or the (courteous) director.

3. AN: the director that interested to the job and people, we can call him the (factual) director or the (practical) director or the (half-half) director.

4. A-N-: the director that interested to the job and people, with the minimum limit which releases him from the responsibility only, we can call him (bureaucrat) director or the (negative) director.

5.A+N+: the director that interested to the job and people , with high level, is able to carry out the work with speed rhythm and high quality , through binding person in the shape of a team, we can call him the (typical)director.(\*)

**The following is about the methods of this manager:**

-The responsibility of achieving the results is the responsibility of all and not only to him the success of the company means the success of the manager (from the group of managers) and the success of the managers (from the whole managers) means the success of the company.

-The responsibility of planning is not belong to him only or the responsibility with the help of others but it is the responsibility of all. The manager thinks that it is not important to plan but to be sure that a correct planning has been made.

- He looks at the organization as a (voluntary ordered system) that every body in the organization is responsible about the organization as a whole

- He sees that whenever everybody participated in forming the objectives of the organization and participating in the knitting of his objectives with the objectives of the organization that he considered the success of the organization is his success of the officer. So the direction from outside (from the chief) will not become the basis but the direction becomes personal.

- The mutual understanding and the high feeling of responsibility and the obligation make the controlling.

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(\* ) Source : . Democratic Management by Objectives & Results D. Saied ,Elhawari

## **Chapter No: 3**

### **The Management By Objectives And Results. From The Experiments And Application (( Objectives, Merits, Problems))**

- The objectives of applying the management by objectives and results.**
- The advantages that are achieved by applying the management by objectives and results.**
- The problems of applying management by objectives and results.**

#### **The objectives of applying managements by objectives and results**

Carrel Stephen & Henry Torsi have made a field study to know the reaction of the companies which applied the managerial system by objectives and results in America and the taken sample was ((48)) managers from different levels and they were asked about the advantages they have gain.

What are the purposes of managerial programs by objectives and results as you imagine ?and what is the logic of this method? The answer was as the following

No	Logic	No 48	Rate
1	Linking the evaluation of performance	17	35.4%
2	Helping the manager in planning	12	25%
3	Motivating the managers	11	22.9%
4	Increasing the interaction of the employers with the employees	11	22.9%
5	Developing the implicit managerial abilities	8	16.6%
6	Linking the company objectives with the managerial objectives	8	16.6%
7	The managers exactly know their jobs	6	12.5%
8	Giving the upper management an image about what is going on	4	8.3%
9	A club for the management to discuss the performance pressure	3	6.3%
10	Nothing	7	14.5%

Table 3.1 reaction of the companies which applied the managerial system by objectives and results in America(1)

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(\*) Source : . Democratic Management by Objectives & Results D. Saied ,Elhawari

What are the characteristics of the management by objectives and results? The answer was as the following:

1	To know exactly what is required from me.	28	58.6%
2	It forces to plan and to put a deadline	20	41.6%
3	It increases the understanding of people about the company objectives.	9	18.7%
4	It makes it easy to write the relation of evaluation between the results and objectives.	8	16.6%
5	To concentrate on personal development	7	14.5%
6	To know my position	6	12.5%
7	To direct the causes and pressure towards the good performance.	5	10.4%
8	Improving the performance (if it is used).	4	8.3%
9	General help.	3	6.2%
10	There is no advantage	5	10.4%

Table 3.2 reaction of the companies which applied the managerial system by objectives and results in America(2)

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(\*) Source : . Democratic Management by Objectives & Results D. Saied ,Elhawari



## **The advantages that the applying of management by objectives and results are achieved**

Some of the companies that apply the management by objectives and results and the experiment is evaluated are (Honey well), (General Mills )and (St. Regis Paper). In these companies the study has provide that management by objectives and results has achieved the following advantages:

1. The improving of the management performance.
- 2.The improving of planning .
3. The improving of controlling
4. The improving of self control.
5. The improving of the relations between the employees and the employers.
6. The developing and the improving of the managerial of the abilities for the managers.

## **The problems of applying management by objectives and results**

The most important problems that face the companies which apply the managerial system by objectives and results in spite of the clear logic and the reasonable concept that the managers in these companies face problems in learning how to apply the system in their work.

The dominated feeling is that the matter needs many years in order that any manager can limit what he wants and how he can achieve what he wants and how can use these objectives and the controlling criteria about what he is doing .

The companies that applied the managerial system by objectives and results were obliged to use formal and informal methods to teach their managers concepts and applications of managerial systems by objectives and results.

The source of the problems is that managers used to think in the activities (inputs) that they do with instead of the results (outputs ) which are expected from these activities.

The people who participate this experiment were asked about the related problems with managements by objectives and results and the result was as the following:

No	The problem	No 48	Rate
1	The increasing of formal requirements	21	43.7%
2	Not achieving the complete advantage from it.	10	20.8%
3	The need to give consideration to the different objectives and jobs in different level.	7	14.5%
4	Not to participate in the managerial system by objectives.	7	14.5%
5	Not having the wish to obligate formally with the objectives	5	10.5%
6	The absence of information a personal characteristic	2	4.2%
7	There are no real problems	18	37.5%

Table 3.3 reaction of the companies which applied the managerial system by objectives and results in America(3)

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(\*) Source : . Democratic Management by Objectives & Results D. Saied ,Elhawari

The people who applied management by objectives and results were asked about what is required to do to improve management by objectives? The answer was as the following:

No	Suggestions	No 48	Rate
1	Making guarantee of following	24	50%
2	Repeating the putting of objectives in the case of changing circumstances	20	41.6%
3	Using it by the managers in the upper management in order to know their objectives in the lower levels	19	39.5%
4	Its Including the evaluation(person in addition to the objectives)	16	33.3%
5	The mental and the hearty supporting to the upper management	15	31.3%
6	The increasing of the managerial understanding by objectives and how to put the objectives	12	24.9%
7	Including it an ordinary requirements for the job	10	20.8%
8	Linking the temporal objectives with each other	7	14.5%
9	The real participation in putting the objectives	5	10.4%
10	Another proposal	11	22.9%

Table 3.4 reaction of the companies which applied the managerial system by objectives and results in America(4)

(\*) Source : . Democratic Management by Objectives & Results D. Saied ,Elhawari

## CONCLUSION

1 -The purposes of managerial programs by objectives and results as I imagine was as the following.

2 - The characteristics of the management by objectives and results.

3 - The advantages of management by objectives and results are achieved .

4 - The required to do to improve management by objectives and results.

The purposes of managerial programs by objectives and results as I imagine **was as the following :-**

1 – Linking the evaluation of performance.

2 - Helping the manager in planning.

3 - Motivating the managers

4 – Increasing the interaction of the employers with the employees

5 -Developing the implicit managerial abilities

6 - Linking the company objectives with the managerial objectives

7 - The managers exactly know their jobs

8 - Giving the upper management an image about what is going on

**The characteristics of the management by objectives and results:-**

1 - It forces to plan and to put a deadline

2 - Improving the performance

- 3 - It increases the understanding of people about the company objectives
- 4 - To concentrate on personal development
- 5 - To direct the causes and pressure towards the good performance
- 6 - To know my position
- 7 - To know exactly what is required from me.
- 8 - It makes it easy to write the relation of evaluation between the results and objective

**The advantages of management by objectives and results are achieved :**

- 1 . Improvement of the management performance.
- 2 . Improvement of planning .
- 3 . Improvement of controlling
- 4 . Improvement of self control.
5. . Improvement of the relations between the employees and the employers.
6. The developing and the improving of the managerial of the abilities for the managers

**The requirement to improve management by objectives and results:-**

- 1- The real participation in putting the objectives.
- 2 - Repeating the putting of objectives in the case of changing circumstances
- 3 - Using it by the managers in the upper management in order to know their objectives in the lower levels.
- 4 - The increasing of the managerial understanding by objectives and how to put the objectives.
- 5 - Linking the temporal objectives with each other.
- 6 - The mental and the hearty supporting to the upper management.
- 7 - Including it an ordinary requirements for the job.
- 8 - Making guarantee of following.

## **The main References**

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